

## REORGANIZATION OF THE BIOGRAPHIC REGISTER

Scientific Branch. It is proposed that the Scientific Branch be reorganized to include four sections, (1) Far East, Near East and Africa; (2) Northern and Latin America; (3) Eastern Europe, USSR; (4) Western European. The distribution of personnel and assignment of grades within sections is outlined in detail in the memorandum to be presented to Management on direction. The allocation of personnel is based on the need for complete coverage of sensitive areas, as well as adequate review and analysis of data reported from the field and those technically advanced countries of intelligence interest. The allocation of grades is interpreted in terms of responsibilities. For the grades at the section chief level these are partly administrative such as the assignment and review of work, particularly of written reports, and the development of good personnel relations. Greater emphasis, however, is placed on liaison with area counterparts in the intelligence production offices of CIA and the IAC agencies and for coordination and centralization of Government biographic intelligence functions. Of most importance is the accumulated intelligence production potential of the individual that may be exercised to solve urgent problems of unusual complexity. The measure of responsibility therefore encompasses individual qualifications acquired by education and professional experience. It is also a measure of capacity to apply knowledge.

The assignment of the biographic function itself imposes certain minimum responsibilities upon BR for the accumulation and synthesis of biographic intelligence, which if avoided or carried out by halfway measures would result in the wasteful expense of producing incomplete, out-of-date and otherwise relatively useless information. The degree to which world biographic coverage can be achieved depends largely on the number of persons available for assignment. If the number is insufficient for the task, as is currently the case, emphasis is accordingly placed on the allocation of highly qualified individuals to cover the most sensitive areas. Research knowledge, involving liaison activities, area familiarity, language ability, etc., correspondingly become more important attributes for the intelligence officer, and intelligence analysts must exercise more exacting discrimination in the selection and treatment of data for the files.

Organization into four sections in the Scientific Branch instead of two would represent no great change in operational procedure. In fact, as the result of recording biographic information and servicing requests, there has been a gradual trend in this direction. The assignment of grades is wholly within line with the required skills. The administrative tasks at the section level, when few personnel are involved, are subordinate to these skills. In fact, the elaboration to include four sections is recommended to concentrate area responsibility under the branch chief, which provides for the more direct delegation of responsibility and gives greater assurance that, except in unusual emergencies, the operating personnel will not be shifted to meet recurrent demands in areas other than those assigned. A uniformly high grade is required for all section chiefs because uniform quality of work is necessary in each section regardless of the number of employees. The fewer assistants available to the section chief, the greater his cumulative responsibilities for quality production.

*Has this been on functional basis rather than geographic?*

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Regional Branch. The proposed area orientation of the Regional Branch differs from the Scientific Branch chiefly in that the principal elements of intelligence interest bearing on political personalities are not the same as in the case of scientists. In addition, the pattern of the Regional Branch has been shaped somewhat in accordance with the allocation of area responsibility adopted by ORE.

It is recommended that the major divisions of the Regional Branch include four sections: (1) Far East; (2) Near East, Middle East, and Africa; (3) Eastern Europe, USSR; (4) Western. Again, the distribution of personnel and assignment of grades within sections is outlined in detail in the memorandum to be presented to Management upon direction of the Executive Officer. The reasons for the allocation of grades and personnel are much the same as those cited for the Scientific Branch. However, it should be pointed out that the Regional Branch, in addition to needing highly qualified professional personnel, is confronted with unique administrative problems in keeping abreast of the very large number of requests which it is required to handle. At the moment it has a substantial backlog of unanswered requests which gives full promise of enlarging during the coming months.

The increase in requests has been occasioned by the development of requirements of newly established and rapidly expanding components of CIA, and the growing recognition throughout the Government of the importance of personalities in the conduct of the "Cold War." In some instances the demand for biographic information has literally mushroomed from nothing to a large volume of business.

The problem of maintaining satisfactory service cannot be wholly solved except by increasing the T/O well beyond its present limits. The contemplated reorganization, however, would make for more efficient staff work and ensure proper assignment of priorities and an equitable distribution of the administrative workload.

Index Branch. The principal needs within the Index Branch will be best served by a consolidation of sections and the assignment of professional personnel to meet existing classification deficiencies. It is proposed that reorganization be approved to include

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Functions to be assigned to the [redacted] are in order of importance: (1) Characterization and classification of occupations and principal specialties; (2) establishment and maintenance of indexes on scientific societies, educational institutions and research laboratories, as well as subversive, political and other types of organizations; (3) development of close liaison with scientists, research scholars, and administrators for the purpose of gaining knowledge of unusual and exploitable sources of information, survey of overt sources for information about key foreign personalities.

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The Register has long recognized and repeatedly pointed out its lack of experts to classify the occupations and principal specialties of scientists.

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Clearly GS-4 Code Clerks assigned to the present [redacted] are not sufficiently trained to distinguish the interrelations of general and specific fields of scientific capabilities as presented in reports and published works. Moreover, this responsibility is not readily passed on to the area analysts of the other two branches, who cannot be expected to serve concurrently as area specialists and experts in all fields of science. It is equally unwise to select the analytical personnel of the Scientific Branch of the Register solely according to specialization in science, for regional training rather than scientific training takes precedence in the primary function of processing material into dossiers. 25X1

It is not likely that an analyst selected for his knowledge in a given field of science would be capable of dealing with the peculiarities of all foreign countries bearing on biographic specialization, such as are encountered, for example, in translation problems, determination of family names, etc. Nor is it likely that training GS-4's in the complexities of science will be a suitable solution to the classification problem, because they lack the professional background necessary to originate and revise an extensive and expanding technical system. Only those individuals with a good academic training in the required fields can function as classification experts in the different specialties. 25X1

It is suggested that the [redacted] be headed by a chief assisted by 9 employees. All named GS-5 positions are clerical and should be designated as Classification Clerks. In performance of the occupation and organization classification duties, the higher grades will establish the classification structure, identify occupation and organization and apply appropriate code numbers. The Classification Clerks will be trained to identify and code limited occupational categories, and will assign code numbers for location, nationality, political affiliation, country working for, birthdate, etc. 25X1

It is proposed that the present [redacted] be consolidated into a [redacted] to be headed by a section chief and that the present complement of personnel remain unchanged. Production standards among staff members of the present [redacted] are high and together with the [redacted] carry many unusual responsibilities which may be attributed directly to the special nature of biographic work. [redacted] occupies the principal bottleneck prior to the machine operations. It is therefore recommended that the unfilled Tab Machine Operator position in the present [redacted] be transferred to the [redacted] of the proposed [redacted] 25X1

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